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EXECUTIVE COMMITTEE OF THE
HIGH COMMISSIONER'S PROGRAMME

Forty-second session

Report of the Sub-Committee on Administrative and Financial Matters

1. His Excellency, Mr. Bernard de Riedmatten, Ambassador of Switzerland, Vice-Chairman of the forty-first session of the Executive Committee of the High Commissioner's Programme and Chairman of the Sub-Committee on Administrative and Financial Matters, opened the meeting which began on 4 October 1991 and which reconvened on 8 October 1991 to adopt its report.

Chairman's Introduction

2. The Chairman extended a warm welcome to delegates, the High Commissioner, the Deputy High Commissioner. In opening the meeting the Chairman spoke of the significant role that the Sub-Committee had assumed over the last year; this development reflected the wishes expressed at the last meeting of the Executive Committee. In this context, he expressed appreciation of the work of Ambassador Franz Ceska, the former Chairman. He expressed the wish that such an active role of the Sub-Committee would continue in the months and years ahead, as needs dictated.

3. The revised Provisional Agenda (EC/SC.2/46/Rev.1) was adopted.

4. The draft summary of the 27 June 1991 meeting (EC/SC.2/1991/CRP.17) was also adopted.

Work of the Sub-Committee

5. Like the Chairman, various delegations commented on the work of the Sub-Committee over the last year and expressed the hope that the rhythm of its work would continue, to the extent that matters requiring its attention called for this. Delegations expressed appreciation of the close dialogue between Member States and the Secretariat and the increased transparency and good

governance which had resulted. Other delegations felt that many of the issues on the agenda before them would profit from deeper consideration by the Sub-Committee in its meetings over the coming year. One delegation expressed the hope that the ongoing deliberations of the Sub-Committee, especially of matters raised in the Executive Committee Temporary Working Group, would be marked not just by the letter of the Group's Report, but the spirit that had animated the Temporary Working Group. Delegations thanked the High Commissioner for her presence: not only did it reflect her interest in the Sub-Committee's work, but it was also an expression of her commitment to good management.

Deputy High Commissioner's address

6. In his address, which was essentially an overview of the agenda items, the Deputy High Commissioner first covered a series of questions related to the four areas of:

- 1991 Overall Requirements and 1992 Projections;
- Refugee Women and Children;
- Evaluation Activities;
- UNHCR's capacity to respond to emergencies.

7. The Deputy High Commissioner went on to talk of the status of Contributions and Funding Projections, and in that context thanked donors for their generous response over the last year; he also thanked refugee hosting countries for their generous hospitality.

8. The Deputy High Commissioner then commented on Conference Room Paper EC/SC.2/1991/CRP.18 which dealt with Voluntary Repatriation - Resource Mobilization for Voluntary Repatriation Movements and Reintegration Assistance. He noted that there was not one major refugee situation in the world today that was not the subject of some negotiation. The potential for the preferred durable solution of voluntary repatriation was enormous. Next, the Deputy High Commissioner spoke of a range of human resource and administrative questions, such as the question of the Review of the Classification of the Directors (D2) posts in UNHCR. He went on to praise the commitment and dedication of UNHCR staff, without which the organization would not be able to address efficiently the range of challenges confronting it. As to the Report of the Chairman of the Staff Council on issues of concern to the staff, the Deputy High Commissioner committed himself to follow up on those matters in the Report that called for attention.

Progress Report on the Evaluation of UNHCR

9. A member of the Central Evaluation Unit (UN Secretariat, New York) gave a briefing on the Progress Report of the Secretary-General on the "In-depth evaluation of the programme on the international protection of and assistance to refugees: Office of the United Nations High Commissioner for Refugees." He situated the Progress Report in the overall cycle of in-depth evaluations requested by the Committee for Programme and Co-ordination (CPC). He also briefly explained the conclusions and recommendations of the CPC at its thirty-first session (A/46/16 paras. 418-423) on the Progress Report. In response to the presentation, one delegation asked that the Central Evaluation Unit in its further study of UNHCR might look in greater depth at the question

of the apportionment of administrative costs between the UN Regular Budget and extra-budgetary funds. The Central Evaluation Unit representative said in reply that this would be done to the extent that this question impinged on the effectiveness of UNHCR in carrying out its objectives as defined in the Medium Term Plan.

General Programme Targets

10. Numerous delegations expressed satisfaction with the proposed target level for 1992; it was thought to be realistic in comparison with the 1991 revised target. Several delegations, however, did express some reservations as to the 1992 proposals. One delegation felt that 1991 income should not be taken as the yardstick for 1992 income; 1991 was a special year in many ways. One delegation urged the need for continued financial stringency in UNHCR operations. On the other hand, another delegation expressed concern as to whether the proposed allocations were adequate, given the massive needs in certain parts of the world, especially in Africa. One delegation stated that insufficient back-up had been provided for the Executive Committee to conclude that programmes are appropriate to needs. The Controller in response to this last concern, which was also articulated by several delegates from refugee hosting countries, referred to Conference Room Paper EC/SC.2/1991/CRP.22. In certain cases, he noted, 1992 needs would have to be reassessed; he felt, however, that at this stage the enhanced provisions of the Emergency Fund and the proposed increase to the Programme Reserve would be able to cover any assessed additional needs in regard to currently known refugee situations.

11. The proposal to increase the Programme Reserve met with broad support; one delegation, however, stated that recourse to the Reserve should be dictated by necessity and not be used as a regular programme adjustment tool.

12. Two delegations, in referring to the revision, in the course of the year, of the 1991 General Programmes target, expressed the hope that this would not set a precedent.

13. The need to look more closely at introducing multi-year programme planning and budgeting was again raised by one delegation. Such an approach would avoid the annual roll-over of care and maintenance expenditure and would allow for a better managed and more cost-effective approach to refugee situations.

Reporting

14. A number of delegations reflected the comments of the ACABQ on the need to rationalize reporting. Given the rather extensive Executive Committee documentation, as well as a range of information bulletins on various emergency situations, one delegation felt that discussion should be held with donors requiring additional reporting requirements. The same delegation raised the question as to whether extra reporting requirements might not be matched by a special administrative charge.

CIREFCA Process

15. Several delegations referred to the CIREFCA (International Conference on Central American Refugees) approach as a possible model for addressing

refugee situations in other parts of the world. These interventions highlighted various aspects of the CIREFCA process as of particular significance: the regional approach to refugee problems and the linkage in reintegration initiatives between attention to individual refugees and to the development needs of the country of origin, this linkage being seen as constituting an integral approach. Several delegations asked that in order to allow the full implementation of the CIREFCA process, UNHCR be requested to maintain its present level of engagement in Central America.

16. The Deputy High Commissioner in commenting on the CIREFCA process (and PRODERE) underlined what he saw as one of the problems which CIREFCA had highlighted, namely the challenge of involving development agencies to ensure that when refugees returned to their countries, they would be drawn into a complementary development process which held out more hope than the basic assistance and protection activities offered by UNHCR. In meeting this challenge of involving development agencies in a more meaningful way in repatriation movements, the Deputy High Commissioner called for the support of Member States. He also foreshadowed a joint UNHCR/UNDP evaluation of CIREFCA and a possible external evaluation.

Hosting countries

17. Three delegations raised the question of the adequacy of resources proposed for their countries for addressing refugee/returnee situations and for programme beneficiaries of special priority, namely refugee women and children. One delegation felt that having negotiated for UNHCR a more favourable exchange rate, the benefits of such a change should have been used to address in a more adequate way the programme needs in his country and should be positively reflected in the projections for 1991-1992.

World Food Programme/UNHCR Cooperation.

18. In response to queries from delegations as to the status of negotiations with the World Food Programme (WFP) on the proposed revised division of responsibilities between the two agencies, the Controller stated that a number of governments had asked for more time to consider the details of their response. He hoped that sufficient responses would allow implementation of the proposed arrangements from 1 January 1992; failing that, a phased implementation would take place in 1992. To cope with these uncertainties, the budgetary provisions for the reimbursement of Internal Transport, Storage and Handling (ITSH) costs for 1992 were provisionally set at the 1991 level. Obviously, these will have to be adjusted as the envisaged arrangements between WFP/UNHCR come into effect.

Support costs

19. A number of delegations raised questions on the level of support costs, especially for travel and non-staff costs. One delegation expressed the opinion that statutory costs, for example, salary increases, should be absorbed to the greatest extent possible.

20. In response to these interventions, the Controller expressed the belief that by the year's end the 1991 support costs in relation to total expenditure (that is for General and Special Programmes) would register a substantial drop in comparison with 1990; much would depend on the overall level of 1991

expenditure. A more equitable distribution of support costs between General and Special Programmes, an issue raised by the Executive Committee Temporary Working Group, requires further attention.

21. As regards the apparent dramatic increase in travel expenditure, the Controller pointed out that this was almost exclusively attributable to staffing requirements (travel, per diem) in relation to the Gulf crisis; in the absence of similar crises in 1992, travel expenditure could be expected to return to their normal level.

22. The proposed increase in non-staff costs at Headquarters in 1992 over that in 1991 needed to be seen in the context of an effort to redress the situation of 1991 where priority was given to the field at the expense of Headquarters.

Staffing

23. A number of delegations drew attention to the need to contain staffing levels. One delegation, while recognizing the need for flexibility, felt that the 1 January 1986 level should continue to be taken as a point of reference. Another delegation felt that the creation of new field offices should be matched by corresponding closures. Other delegations echoed comments of the ACABQ on "grade creep". The question of the ratio of Headquarters/Field posts was also raised by some delegations. One delegation called for the reintroduction of staffing lists by nationality and location in Executive Committee documentation.

24. In response to questions as to the relative distribution of staff between Headquarters and the field, the Controller, while noting that the number of UNHCR staff at Headquarters was an issue under constant review, observed that the tables as presented in the Overview document (A/AC.96/775) did not readily convey the real situation. A careful scrutiny of footnotes to these tables would show that if JPOs in the field and the staff on short-term assignment, who nevertheless were performing necessary core functions, were taken into account, the ratio would be 77.5 per cent field staff as compared to 22.5 per cent at Headquarters. This did not even take into account UNVs and other volunteers working as part of UNHCR field operations. The Director of Human Resources welcomed the request to include staffing lists by nationality and location in future Executive Committee documentation.

Refugee women

25. Several delegations pointed out that Senior Mangement, as well as the Senior Coordinator for Refugee Women, had a critical role in ensuring the ongoing priority and visibility of refugee women's issues. Furthermore, other interventions pointed out that integration of refugee women into existing operational management systems was essential. Moreover, as one delegation pointed out, the guidelines and policy on refugee women should be central issues in programme design and project approval.

26. One delegation observed that Country Chapters did not reflect the demographic profile of the target populations, neither do appeal documents consistently address the profile of refugee populations. The delegation pointed out that this information would be useful in mobilizing additional

resources to respond to a specific situation. The same delegation called for the more systematic collection of data on refugee women so as to facilitate the future evaluation of the performance of UNHCR in this regard.

27. Many delegations acknowledged the importance of retaining the position of Senior Coordinator for Refugee Women and recommended that this be funded in future from regular UNHCR funding.

28. One delegation referred to the consultations with other UN organizations on refugee women's issues and pointed this out as a good example of inter-agency cooperation. Many delegations raised concern that the issue of recruitment of additional female field staff had not yet been addressed and urged that this issue be taken up. Several delegations requested the full participation of refugee women in UNHCR programmes. In addition, some delegations commenting on the fielding of specialists related to women and children's issues, recommended that these responsibilities be mainstreamed into regular positions in the future.

29. Several delegations noted the importance of expanded training and follow-up through staff appraisals, in raising staff awareness of refugee women's issues and urged greater efforts in this area.

30. In response to these observations, the Deputy High Commissioner and the Controller remarked that they would follow up the comments on the future funding of the position of Senior Coordinator for Refugee Women. The Deputy High Commissioner, like many delegations, expressed his thanks to the government which until now had funded this position.

31. Rounding off the discussion of this issue, the Deputy High Commissioner expressed thanks also for the work of the Senior Coordinator for Refugee Women; he noted the difficulty of advocacy work, but reaffirmed the commitment of the Office to mainstreaming refugee women's concerns, and bringing about the associated attitudinal change.

Refugee children

32. Various interventions commended the Report on Refugee Children (EC/SC.2/48). One delegation asked why the Report had not also been considered by the Sub-Committee of the Whole on International Protection, as so many issues raised in the Report were of a protection nature, including the need for tracing to reunite unaccompanied children with their families.. Others in their interventions pointed to issues that needed further attention, especially in relation to unaccompanied children in South-East Asia, in particular, their early processing for the determination of an appropriate durable solution in the best interest of the child. In the light of one intervention which pointed out the wrong impression created by the sub-title of paragraph 19 of document EC/SC.2/48, it was decided to issue a corrigendum. A number of delegations expressed their opinion that UNHCR could focus better on the needs of refugee children, especially the mainstreaming of those needs, by the appointment of a Coordinator for Refugee Children, with a role comparable to that played by the Coordinator for Refugee Women; one delegation suggested that the envisaged resource might be obtained from UNICEF as an inter-agency loan. The Deputy High Commissioner undertook to take the

necessary steps to secure a special resource for refugee children and expressed the hope that the Office would be able to bring to the next Sub-Committee Meeting details in this regard.

Evaluation

33. Various interventions stressed the importance of the evaluation function, and stated that a high priority should be given to evaluation at a time when unprecendented demands were being made on UNHCR's resources, and stressed the need for a constant reassessment of changing situations. Various delegations expressed appreciation of the full account of UNHCR's evaluation activities provided in the Executive Committee papers, and endorsed the general approach outlined in them. Other delegations commended the strengthening of the Evaluation Committee, and the mechanisms which had been introduced to ensure that evaluation recommendations were integrated into decision-making. Some delegates emphasized the importance of ensuring the widespread dissemination of evaluation findings, and stressed the link between evaluation and staff training. They pointed out the need for UNHCR to develop a "culture of evaluation" within the organization. Other interventions stated that in view of its importance, sufficient resources should be made available to evaluation, even at times of emergencies, when there were particular pressures on the human resources of the organization. Some delegates suggested that there would be value in having external evaluators working alongside UNHCR staff. Several delegations supported a proposal to carry out joint UNHCR/donor evaluations. Some Member States suggested a number of areas for evaluations, for example, the examination of the cost-effectiveness of major programmes, and the factors causing dependency amongst refugees. A suggestion was also made that evaluations identify whether it is UNHCR, governments, UN agencies or NGOs which are responsible for making needed corrections. A plan of evaluation activities for 1992-1993 was requested by one delegation. Another delegation said it would appreciate more information on how the Guidelines on Refugee Children are used in evaluating programmes.

34. The Deputy High Commissioner in responding to these observations reiterated his conviction that evaluation activities constituted an important tool for UNHCR. He felt the Office should try the joint evaluation proposal; the more exposed donors are to the work of UNHCR, the more credible does the Office's work become.

Emergency Response

35. The proposals in the Conference Room Paper (EC/SC.2/1991/CRP.14) received broad support from delegations. One delegation foreshadowed a special contribution towards the project, while others spoke of negotiations between themselves and UNHCR on various aspects of the proposals, such as stockpiling and for assuring a standby capacity for staffing, logistics and communications. Numerous delegations underlined the need to work in a coordinated fashion with other agencies, especially those already stockpiling relief items. One delegation pointed out that it might be necessary to fine-tune the initiatives in the light of General Assembly discussion and decisions on the issue. One delegation noted that the real benefits of the proposals would only be seen when other agencies took similar initiatives. The delegate urged a broader distribution of the paper. Several delegations

raised specific questions in respect to the related staffing proposals and UNHCR's position in regard to the envisaged Central Emergency Revolving Fund (CERF). One delegation felt that the practice of consolidated appeals should be maintained.

36. In responding to these observations, the Controller noted that although the proposals were UNHCR specific, they would enhance any UNHCR contribution to a UN system-wide response to complex emergencies. He went on to give details of negotiations with governments (and their national NGOs) on a broad range of provisions for tapping their standby capacity, for the rapid deployment of the same and for the stockpiling of relief items. The Controller also elaborated on the purposes of an envisaged Central Emergency Revolving Fund, as well as on the role of the proposed five team leaders of the UNHCR emergency response teams; he also undertook to assure a broader distribution of the Conference Room Paper on UNHCR's capacity to respond to emergencies.

Audit Report

37. A number of delegations drew attention to various issues related to the Auditors Report, in particular questions dealing with financial management and control mechanisms, especially control mechanisms vis-à-vis implementing partners and reporting on trust funds. One delegation asked particularly for information as to why delays had occurred in implementing certain recommendations of the auditors.

38. In commenting on the various interventions of delegations, the Controller reassured the meeting that management was striving to assure adequate financial management and control mechanisms and in this regard was fully cooperating with the Internal Audit Division of the United Nations and the Board of UN Auditors. It was less an issue of procedures, as these were indeed stringent and conformed with commonly accepted standards, but more an issue of enforcing them, particularly during emergencies. Stressing the importance of adequate reporting by implementing partners, the Controller stated that UNHCR was prepared to offer the necessary assistance to agencies to enable them to fulfil the necessary reporting requirements. In commenting on the question of the reporting on Trust Funds, the Controller noted that the point under discussion was not one of accounting for Trust Funds, but the reporting thereon in the Annual Accounts. All trust funds were fully accounted for, but the auditors had proposed that only trust funds of the level of $ 500,000 and above should be listed individually in a separate schedule. In choosing this figure, the auditors were reflecting comparable approaches they were taking with other agencies within the United Nations system. This recommendation of the Auditors would be reflected in next years presentation of accounts.

Status of contributions

39. Numerous delegations paid tribute to the extraordinary response of the donor community in enabling UNHCR to address the various refugee/returnee situations that confronted it in 1991. Delegations also thanked refugee hosting countries for their generous hospitality.

Fund Raising strategy

40. Several delegations welcomed the Conference Room Paper on this subject (EC/SC.2/1991/CRP.20). Various interventions highlighted the need for greater burden sharing and the fact that UNHCR would have to face increased competition for scarce international humanitarian aid funds. While one delegation expressed appreciation for the specific ideas in the Conference Room Paper, it felt that the topic should be kept under review by the Sub-Committee.

Voluntary Repatriation

41. Delegations welcomed the Conference Room Paper on this subject (EC/SC.2/1991/CRP.18) as a useful starting point. Several delegations called for increased provisions for this purpose under General Programmes, with one delegation suggesting that the allocation under General Programmes should at least be equivalent to that under the Emergency Fund. One delegation stated that the proposals in the paper again raised the question of the relationship between General and Special Programmes. It is intended that the matter of resource mobilization for voluntary repatriation and reintegration assistance be further deliberated on in future sessions of the Sub-Committee, such as the possibility of including the costs associated with imminent voluntary repatriation in the 1993 General Programme budget.

42. Some delegations stressed the need to examine ways in which voluntary repatriation could be dealt with in a more plannned manner to enable timely and adequate funding, as well as the need to establish a mechanism towards this end.

43. One delegate stressed that voluntary repatriation and reintegration of returnees would require stronger involvement on the part of other UN agencies as requested, inter alia by the ACABQ.

Human Resources Management and Administration and the Staff Council Report

44. Numerous delegations called for more progress in preparing a comprehensive strategy on personnel policies: recruitment, status of women, rotation, staff promotion based on merit, staff evaluation etc. Other delegations, while noting the stress under which the Office was placed in facing emergencies this year, nevertheless underlined the same need by calling for a comprehensive human resources strategy.

45. Various delegations in commenting on the Report pointed to the exacting nature of UNHCR's work which requires an optimum of staff morale. Several delegations, while stating their wish not to become involved in any judgement of the accuracy of details in the Report, nor wishing to see a line drawn between staff and management with overtones of confrontation, nevertheless expressed concern about the content of the Report: it certainly said something about staff morale. Other delegations reiterated their concern about staff morale: staff were the organization's main asset; staff needed to participate in the development of the organization. Greater dialogue between staff and management was called for by several delegations. Numerous delegations praised the commitment of staff, especially those who volunteered for emergency operations.

46. The Director of Human Resources, in commenting on the interventions, clustered his remarks around two issues: emergencies (and their overall impact on the Office, in particular on the Human Resources Division) and progress in relation to the development of comprehensive personnel policies.

47. In relation to emergencies, UNHCR had recruited 83 short-term professionals and 300 short-term local staff (280 in the field) to cope with the Persian Gulf crisis. In addition, UNHCR had administered some 170 Nordic NGO staff. In the Horn of Africa, 38 short-term professionals had been recruited along with 37 local staff. Overall, UNHCR had been involved in some form of recruitment action relating to 630 staff, a figure which highlights the magnitude of UNHCR involvement in recent emergencies.

48. While special procedures had to be developed in UNHCR to meet staffing needs in emergencies, at the same time, 237 posts within UNHCR were advertised in the normal way, with only 15 filled according to the emergency procedures (of whom most were filled by redeployed UNHCR staff).

49. As UNHCR prepares to face new situations such as Western Sahara and Cambodia, the recruitment of short-term staff to complement core UNHCR staff will pose a particular problem, as other UN agencies will be competing in a very limited market for staff with a comparable profile.

50. The Director of Human Resources said that the above details mainly explained why only modest progress had been made in developing comprehensive personnel policies for UNHCR; nevertheless, progress could be reported.

51. The elements of the envisaged policy were already shared in the Overview document presented to the 1990 Executive Committee and with the Sub-Committee meeting held in May 1991.

52. It will be recalled that a joint staff/management Working Group had been set up under the aegis of JAC (Joint Administrative Committee) to look at a range of issues particulary pertinent to the work of the APPB (Appointments, Promotions and Postings Board). In April it was decided to broaden the terms of reference of the Working Group to include consideration of such topics as rotation policy, performance evaluation, standard assignment lengths etc.

53. The Working Group has already prepared reports on two topics (specialized posts and types of staff) and a preliminary report on a third topic, namely rotation. These recommendations, more specifically related to the promotion process, have been reviewed and approved by the JAC for presentation to the High Commissioner, so that a promotion exercise can be undertaken in the second half of October 1991, as jointly agreed.

54. In the meantime, a consultant has been hired to help the Working Group. It is hoped that by the end of November 1991, recommendations on some of the major elements of the revised personnel policy will have been submitted by the Working Group so that they can be shared with the Sub-Committee in mid-December.

55. In conclusion, the Director of Human Resources noted that for progress to be assured in relation to the adoption of these comprehensive personnel policies, meaningful staff/management dialogue will need to be reinforced. He

also noted that while the process leading to the development of these personnel policies might seem to be drawn out, it was considered useful to spend the necessary time to arrive at a set of policies that would stand the test of time and take all aspects of the issues into account.

Classification of Directors (D2) posts

56. Some delegations felt that the proposals ran counter to earlier specific Executive Committee recommendations and the emphasis in the Executive Committee Temporary Working Group recommendations on the need to move more senior posts to the field, as well as the other goals of greater decentralization and devolution of authority to the field. Other delegations stated in addition that they were looking with an open mind at the proposal, but would find it difficult to agree at this point in time; delegations also expressed the opinion that it would be better to consider the proposal in the context of a comprehensive human resources strategy.

55. In replying to these interventions, the Deputy High Commissioner said that he had noted the considerable concern of a number of delegations vis-à-vis the proposal. He felt that the opinion of the ACABQ should be valued for its independence and experience in this area; it was obvious that UNHCR's proposal was not regarded by the Committee as frivolous. As to the perceived departure from earlier Executive Committee recommendations, the Deputy High Commissioner pointed out that the decision in October 1989 was made in a different context and in response to a different situation. He felt it unfair if in 1991 one was to be held hostage to this earlier situation. He underlined the logic of presenting the proposal in 1991, given that in 1990 the organization was just emerging from a financial crisis. He urged the Committee to give to the High Commissioner the appropriate number of senior posts to enable the organization to conduct its business effectively. He also cautioned against any blind rush in the direction of regionalization.

Inter-agency cooperation

56. Several delegations underlined their wish that greater inter-agency cooperation continue to be pursued. Potential scope for such cooperation was seen in the areas of refugee women's issues, voluntary repatriation, emergencies etc. The proposed new divisions of responsibilities between WFP/UNHCR was cited as a good example in this respect. Various delegations in commenting on UNHCR's proposals to enhance its emergency response, made reference also, like the ACABQ, to inter-agency cooperation.

Public Information

57. Several delegations made reference to the recent report on the Public Information function within UNHCR and asked to be kept informed on developments in this area. One delegation noted that the protection role of UNHCR should be central to any image of UNHCR.

Documentation

58. While some delegations commented favorably on the quality of the documentation and its timely dispatch, other delegations called for greater clarity of presentation of certain tables e.g staffing, General Programmes

requirements, including the need for greater transparency. These criticisms echoed similar comments of the ACABQ (A/AC.96/780 para. 3). The Controller felt that some proposals on the format of Executive Committee documentation could be ready for the spring session of the Sub-Committee.

Conclusion

59. In concluding the meeting, the Chairman thanked all the participants for a fruitful exchange of ideas over a broad range of issues.